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Handwritten: 12-6052
Executive Registry

18 February 1952

MEMORANDUM FOR: Chief, Administrative Service

SUBJECT : Working Conditions, Supervision, and Morale of CIA Telephone Operators.

1. The attached report, on which you have already commented, is forwarded for appropriate action.

2. It is recognized that strict disciplinary measures were probably necessary to change the efficiency of the telephone service from its previous substandard status to its present highly efficient service. It is also important that this service not be allowed to deteriorate.

3. In reviewing the attached report, it is gratifying to note that all operators interviewed, whether or not they had complaints to make, voiced personal respect for the technical proficiency of supervisors. Since this is the case, it should not be too difficult for these supervisors, who are apparently very competent, to inject a sufficient degree of leadership in their supervision which would substantially improve the morale of the various operators.

4. It is not believed advisable to consider the purchase of new telephone equipment at this time.

5. Please ask the Classification and Wage Division to expedite their classification survey and advise me whether or not they recommend increases in grades for operators.

6. Please submit to me at your earliest convenience your recommendations for increased table of organization which will permit operators to work a normal forty hour week.

ADD/A:LKW:laq

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L. K. WHITE
Assistant Deputy Director
(Administration)

1 Att:

Att 1 - Memo dtd 13 Feb 52 to Act'g Pers
Dir fr Act'g Chief, Pers Relat Br,

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Working Conditions, etc. of CIA
Telephone Operators."

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REMARKS: To 1: I don't think that you want to read all of the background material attached to this memorandum. The gist of it is as follows:

Based on two exit interviews, morale in the Telephone Branch, Administrative Service, appear to be very low. I requested Personnel Relations to make an investigation in conjunction with Administrative Service. A long and thorough report was made with the result

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that the only real trouble seems to be that supervisors are very strict and probably do not show enough leadership in their supervision.

We should bear in mind, however, that pretty strong disciplinary measures have been necessary in the past to improve substandard telephone service. Furthermore, maintaining high morale in a routine job such as that of a telephone operator, which does not tax one's mentality very much, is a particularly difficult job.

I think that the investigation was worthwhile and that it will make the Office of Administrative Service and supervisors in the Telephone Branch more keenly aware of their responsibilities. I do not feel that any action other than that indicated in my covering memorandum is appropriate at this time.

LK.W